

22 AUG 1975

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Administration

SUBJECT : Minority Recruitment

REFERENCE : Memo re same subject by dated 13 August 1975

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1. Referent memorandum came to my attention on 20 August 1975 in the absence of the Deputy Director of Personnel for Recruitment and Placement, who was on annual leave. My understanding is that the memorandum reached the Office of the DD/Pers/R&P on 18 August.

2. Per paragraph 3 of referent memorandum, the Office of Personnel suggestions were requested by COB 22 August.

3. If a recommendation is permitted, as opposed to a suggestion, I recommend that the letter drafted for Mr. Colby's signature not be sent forward.

4. There are several aspects of the proposal which merit further consideration:

a. The creation of expectations we cannot fulfill. We have, at present, approximately 100-plus cases of Black professional applicants in some stage of review and approximately 25 cases in process. A major reason for the protracted review and the low "in process" figure is that many of the candidates (essentially BA level) neither meet the high standards nor the specific academic disciplines required by the operating offices. An increased emphasis on quality candidates with graduate degrees and better than average scholastic records has necessarily reduced the number of cases. When viewed against the possibility of any candidate for employment in the present restricted climate, an effort to simply increase numbers of applicants will not serve us or the applicant.

b. Understandably, the placement officers and recruiters may be somewhat doubtful as to the efficacy of the two-track approach to minority recruitment on campus. I think it is correct to say that we have

effective liaison relationships with placement officers of 17 of the 19 institutions to which the proposed effort is to be directed. Our recruiters see no evidence that either placement directors or students, with some understandable exception, have any serious doubt about our commitment to equal opportunity. I can conceive of many viewing this effort as self-serving during a time of difficulty. They can't help but wonder about the merit of this expenditure.

c. Per our recruiters, the number of Black students in graduate programs, particularly in those disciplines we are seeking, is significantly lower, of course, than the total Black student population. We would question the actual validity of the target schools selected until we take the time to verify that there are large numbers in the graduate programs in the disciplines listed in [redacted] memorandum.

d. There are a variety of ways to increase the frequency and volume of our message that we are serious about our commitment to equal opportunity. [redacted] recommendation will cost approximately \$10,000 to implement in direct measurable costs, i.e., plane fare and per diem. The manpower required to supplement the dollar cost both initially and in the follow-up aspects is an add-on. Among the ways the Office of Personnel has recently sought to expand our EEO message are our new professional recruitment brochure (the current brochure for professionals is eight years old and contains no reference to EEO) and increased advertising in appropriate Black journals such as The Black Collegian, Equal Opportunity and Ebony Magazine. This advertising reaches the prospective applicant directly. By coincidence, [redacted] memorandum reached us just as we were considering a recommendation (attached) to attend the Black Students' Career Day at the University of Michigan. [redacted] proposal is a resort to second party intermediaries, which with the exception of placement officers, can be a touchy matter in academia. We have found department heads understandably reluctant to be directly associated with CIA recruitment efforts.

e. Any decision to select certain schools is, of necessity, a decision not to include others. While the basic criteria are reasonable (publicly supported,

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good graduate programs and large minority student populations -- the latter bears verification, we think), CIA at this time needs to be sensitive to the potential challenge that we are ignoring a backyard neighbor (Howard University) while we go far afield for "quality" institutions. As you know, we are prepared to make a special effort at Howard University this year.

5. We think it would have been useful if the Office of Personnel had participated directly in the initial discussions that gave rise to the DDI's proposal. We are eager to participate in any further such discussions. Attached is our recommended change for the Director's letter, on which we were asked for comment by today.

(S) F. W. M. Janney

F. W. M. Janney
Director of Personnel

Attachments

cc:

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Letters from the DCI to Universities for the
Minority Visitation Day, 1975

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DDI/CAR [] (22 August 1975)

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